

**MISSOURI
DEPARTMENT
OF
HIGHER EDUCATION**

**FY 2006
STRATEGIC PLANNING
DOCUMENTS**

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Missouri Department of Higher Education Strategic Plan FY 2006

I. Introduction

The Missouri Department of Higher Education (MDHE), as the administrative arm of the Coordinating Board for Higher Education (CBHE), adopted a change in direction beginning in 2002 to focus on a performance improved system of service rather than compliance-oriented activities. The results were utilized as a foundation for the MDHE FY 2005 strategic directions that remain on file. Adopted in August 2004, the mission of the CBHE/MDHE is, “to deliver an affordable, quality, coordinated postsecondary education system and increase successful participation benefiting all Missourians.”

In an effort to respond to Governor Blunt’s vision for a more efficient and effective state government, the MDHE is making every effort to align current CBHE adopted strategic elements with the broad principles of conduct defined by the Governor’s office. Those principles are as follows:

1. State government should be...doing more with less.
2. State government should be responsive to the citizens’ needs.
3. State government should employ technology...to make ourselves more efficient and effective.

These three principles paralleled the “Social Compact” acknowledged in early 2005 by the CBHE/MDHE to:

1. Regulate ourselves;
2. Address affordability and access concerns;
3. Use the brain power available in our colleges and universities to solve state issues; and
4. Support and drive economic development

Given these many principles, the CBHE/MDHE has identified three “Key Result Areas,” which include Preparation, Participation, and Performance Excellence.

II. Method

The CBHE/MDHE, in an attempt to align the higher education strategic plan with the Governor’s “Goals for Agency” projections, implemented an FY 2006 component designed to integrate the Governor’s interests into the department’s strategic planning process. Chart 1 presents the CBHE/MDHE three “Key Result Areas” and “priority results” and integrates the Governor’s “Goal for Agency” into the strategic mix by grouping them under specific categories.

III. Organization

The strategic planning sheets are designed to identify with the “Category” elements under Section II and provide goals and objectives that are measurable, and strategies by which to accomplish the desired end result. The plan also assigns responsibility, schedules, and follow-up requirements. This strategic plan is a living document subject to change in response to evolving state needs and priorities as the CBHE/MDHE adjusts its priorities to maximize higher education’s performance service potential.

There will need to be further review of the components committed to and new efforts related to participation, preparation, and performance excellence as higher education’s benefits are confirmed for the citizens of Missouri and the subsequent value of postsecondary training and a college education ignites and kindles economic development.

Note: This plan has been conceptually approved by the CBHE and has been fashioned to complement the FY 2005 MDHE Coordinated Strategic Plan.

Chart 1

**CBHE/MDHE Priority Results
and
Governor's Goals for Agency**

CBHE/MDHE Priority Results	Governor's Goals for Agency
<u>Preparation</u>	
<i>Teacher Quality</i> -Increase the percentage of teacher education graduates meeting the CBHE-recommended high school core curriculum goals and teacher education graduates meeting CBHE test goals.	We must ensure that Missouri's education schools have the faculty, funding and equipment that they need to train tomorrow's teachers.
	The Dept. of Elementary and Secondary Education [and the CBHE/MDHE] need to coordinate with the education schools so that Missouri can train teachers that specifically meet the needs of the schools of our state.
<u>Participation</u>	
<i>Affordability</i> -Increase and improve need-based financial aid (and affordable options) for low- and middle-income families.	Each incoming freshman should receive a statement, in writing, estimating the total cost of tuition and fees to be collected between admission and degree completion. The estimate should assume tuition rate increases at the rate of inflation as well as rough estimates of room, board, other fees and book expenses.
	If any public college or university in Missouri wants to increase tuition at a rate greater than the rate of inflation, Missourians should demand that they go to the legislature to approve an increase.
<i>Benefits</i> -Increase the percentage of the population aged 25 to 64 who successfully complete a one-year or two-year certificate or degree or a bachelor's degree.	Create efforts and incentives-such as the student loan forgiveness programs created in Arkansas-that are designed to attract our brightest new teachers to our most underserved districts.
	The MOST program should offer donors other options with regard to fund management.
<i>Underrepresented Groups</i> -Increase completion rates among underrepresented students.	
<i>Workforce Development</i> -Increase the percentage of employer workforce needs that are met.	

<u>Performance Excellence</u>	
<i>Quality and Performance Excellence within Institutions</i> -Increase the number of institutions undertaking and assessing improvement initiatives, with measurable goals and targets.	Public institutions should be required to prominently post, on their websites, historical data on each program's graduation rates, average time to graduation, the number of students in each program, student-to-teacher ratios and the percentage of freshman and sophomore classes taught by teaching assistants and other non-tenured faculty and instructors.
	Create economic incentives to reward the individuals who develop the technology and those who successfully license it to individuals or institutions outside the university system.
<i>Employees as Assets</i> -Promote employee involvement in designing and delivering departmental programs, and develop employee skills to enhance employees' job satisfaction and the quality and efficiency of department services.	Information on research projects underway at our public colleges and universities should, to the extent possible, be made public. We need to advertise possible commercial applications and market them to the appropriate industries.

IV. Planning Documents

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Preparation

GOAL: Continue and expand statewide early awareness and outreach services and programs.

OBJECTIVE: As the result of the MDHE's experience with administering the federal Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) Missouri Program over the past five years, provide support services in public school districts, identified based on statewide data including but not limited to free and reduced lunch programs, dropout rates, graduation rates, average standardized assessment scores, and college attendance rates.

STRATEGIES:

1. Ensure early awareness and outreach personnel are available.
2. Expand information on the availability and marketing efforts for early awareness and outreach programs.
3. Seek federal, state, and/or private funding through partnerships early awareness and outreach activities.
4. Collect performance data on the success of early awareness and outreach services and continue to investigate how to extend and expand services statewide.

RESPONSIBILITY (assigned): MDHE Financial Assistance and Outreach Group

SCHEDULE: **Start:** Federal GEAR UP Grant in FY 2001, **Report as required:** Annual Performance Report (APR), **Finish/Projected finish:** Funding for the existing federal GEAR UP grant ends September 2006.

COST/SAVINGS:

FOLLOW UP: Investigate options and determine whether or not to submit a new proposal for a new federal GEAR UP grant in Spring 2006 or identify partners and resources to continue early awareness and outreach services in Missouri.

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Preparation

GOAL: Improve Missouri's education colleges' interest in and preparation of teachers.

OBJECTIVE: Increase funding for teacher education to provide faculty and equipment to train potential teachers.

STRATEGIES:

1. Coordinate with the Governor's office to support improving higher education and business and industry interest and partnership in math, science, engineering, and technology.
2. Participate in and support a Governor's Conference on Math, Science, Engineering, and Technology.
3. Emphasize math, science, and technology training at the institutional level.
4. Align curriculum/curricula with new K-12 requirements, math, science, and technology.
5. Coordinate accreditation reviews with the Department of Elementary and Secondary Education and National Council for Accreditation of Teacher Education (NCATE)
6. Seek special funding for topic initiation.

RESPONSIBILITY (assigned): MDHE Academic Affairs Group, Colleges of Education, Department of Elementary and Secondary Education

SCHEDULE: **Start:** Ongoing, **Report as required:** CBHE meetings, as needed,
Finish/Projected finish: _____

COST/SAVINGS:

FOLLOW UP: MDHE Annual reports, accreditation reviews

REVIEWED:

DATE

BY

APPROVED/ADOPTED:

DATE

BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Preparation

GOAL: Teacher Quality: Improved preparation for education after high school.

OBJECTIVE: Increase the percentage of teacher education graduates meeting CBHE-recommended high school core curriculum and teacher education graduates meeting CBHE test goals.

STRATEGIES:

1. Ensure that Missouri's colleges of education have the faculty, funding, and equipment they need to train tomorrow's teachers.
2. Work with DESE to coordinate Missouri's schools of education so that they can train teachers that specifically meet the needs of the K-12 schools in this state.
3. Administer Improving Teacher Quality Grant funds to support high-quality professional development projects for K-12 teachers.
4. Work collaboratively with the Department of Elementary and Secondary Education in the Missouri Standards for Teacher Education Programs (MoSTEP) review of teacher education programs.
5. Provide funding incentives for institutions to improve performance of teacher education students on entry and exit-level tests (program discontinued due to lack of funding; potential to re-start in future).

RESPONSIBILITY (assigned): MDHE Academic Affairs Group and Department of Elementary and Secondary Education

SCHEDULE: **Start:** Ongoing; **Report as required:** Annually;
Finish/Projected finish: Project will continue until achievement gap is eliminated

COST/SAVINGS: TBD

FOLLOW UP: Annual report to CBHE

REVIEWED: _____ **DATE** _____ **BY** _____

APPROVED/ADOPTED: _____
DATE **BY**

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Affordability

OBJECTIVE: Through the operation of the MDHE Student Loan Program and the MO\$T Program, make postsecondary education more affordable and accessible for Missourians.

STRATEGIES:

1. Offer low-interest loans to students by partnering with the Missouri Higher Education Loan Authority (MOHELA) in its interest rate relief program.
2. By partnering with MOHELA in its Public Service Reward Program, offer additional interest rate incentives to student borrowers entering certain areas of public service employment, including Missouri state employees, teachers, nurses, social workers, peace officers, and members of the Missouri National Guard and Reserve.
3. Continue to support MDHE default prevention grant program, which provides grants to schools with historically high student loan default rates.
4. Waive the one percent guarantee fee that under federal law the MDHE is authorized to charge student borrowers on each loan guaranteed.
5. Through College Goal Sunday, ensure that more students and families complete and submit the Free Application for Federal Student Aid (FAFSA).
6. Assist in furthering 529 savings options through partnerships with MO\$T Program.

RESPONSIBILITY (assigned): Missouri Student Loan Group

SCHEDULE: **Start:** Ongoing, **Report as required:** Annually,
Finish/Projected finish: Project will continue as long as necessary

COST/SAVINGS:

FOLLOW UP: Annual report to CBHE

REVIEWED:	_____	_____
	DATE	BY
APPROVED/ADOPTED:	_____	_____
	DATE	BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Affordability

OBJECTIVE: Development and deployment of the new FAMOUS (Financial Assistance for Missouri Undergraduate Students) system that supports the administration of the MDHE state student financial assistance programs.

STRATEGIES:

1. Consolidate multiple individual state aid program databases into one web-based system.
2. Develop system interfaces for colleges, universities, high schools, and students so that they may access certain student eligibility information for all programs.
3. System developed to be flexible so that additional interfaces could be added to assist other state agencies in administering state aid programs.
4. One system in a web-based environment provides a more efficient and effective way of administering all of the MDHE state student aid programs for all users.
5. System allows the ability to program enhancements for processing improvements in future releases.

RESPONSIBILITY (assigned): MDHE Financial Assistance and Outreach Group

SCHEDULE: Start: September 2001, **Report as required:** Summer 2001-Directed by the commissioner of higher education and senior staff to initiate project,
Finish/Projected finish: April 2005 – deployed system to colleges, universities, and May 2005 deployed system high schools.

COST/SAVINGS:

FOLLOW UP: Continue to receive feedback and input from users regarding enhancements and improvements.

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Affordability

OBJECTIVE: Establishment of a State Aid Program Task Force to review and evaluate the state aid programs administered by the Missouri Department of Higher Education and to discuss other state aid programs administered by other state agencies.

STRATEGIES:

1. Identify cost savings within existing programs and state appropriations.
2. Reallocate identified savings within existing state student aid programs.
3. Consolidate need-based programs so that opportunities may be identified to increase need-based state aid to students who demonstrate financial need.
4. Restructure the existing state student financial aid application process and the distribution of need-based aid for consistency purposes.
5. Simplify certain components of the existing programs so that the student eligibility process is more consistent and predictable for students and their families.

RESPONSIBILITY (assigned): MDHE Financial Assistance and Outreach Group

SCHEDULE: **Start:** First meeting held May 2005, Report as required: December 2004 Coordinating Board for Higher Education directed the commissioner of higher education to establish the task force, Finish/Projected finish: Draft report presented to the board in October 2005 – final report will be presented to the board in December 2005.

COST/SAVINGS:

FOLLOW UP: Task Force will continue its work after December 2005 to have further discussions related to planning and implementation of the recommendations contained in the final report.

REVIEWED:	_____	_____
	DATE	BY
APPROVED/ADOPTED:	_____	_____
	DATE	BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: To publish annually (by institution) graduation rates, average time to graduation, enrollments, average teacher to student ratios, and number of teaching assistants and adjunct instructors being used.

OBJECTIVE: To inform the public about success levels and part-time instructional faculty levels.

STRATEGIES:

1. Develop format for presentation of material
2. Centralize collection point at each institution for the information
3. Utilize institutional websites for public access
4. MDHE to collect data for annual report
5. Apply findings institutionally, as appropriate within performance measures

RESPONSIBILITY (assigned): Higher education institutions, MDHE staff

SCHEDULE: **Start:** FY 2007, **Report as required:** by CBHE,
Finish/Projected finish: Ongoing

COST/SAVINGS: TBD

FOLLOW UP: Annually

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Transfer and articulation: Increased participation and success in postsecondary education

OBJECTIVE: Increase successful program completion by transfer students.

STRATEGIES:

1. Develop an AAT degree for transfer students aspiring to be new teachers.
2. Develop a voluntary transfer friendly program whereby colleges and universities that meet agreed-upon standards are publicized as transfer friendly institutions.
3. Initiate a scholarship program for transfer students who complete an associate degree prior to transfer.
4. Encourage fair treatment of transfer students from proprietary institutions.
5. Collect and publicize data on transfer student success and available resources supporting effective transfer/articulation systems.
6. Establish an integrated unit record system to track student success from K-12 through postsecondary completions.

RESPONSIBILITY (assigned): Academic Affairs

SCHEDULE: **Start:** Ongoing; **Report as required:** Annually;
Finish/Projected finish: Project will continue until achievement gap is eliminated

COST/SAVINGS: TBD

FOLLOW UP: Annual report to CBHE

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Publicly announce tuition increases and manage tuition within identified need levels and rates.

OBJECTIVE: To ensure the public and legislature are aware of tuition needs, use, and amounts.

STRATEGIES:

1. Develop legislation supporting public notice and requirements for informational public hearings.
2. Maintain records of tuition increases and use at the MDHE.
3. Report to the CBHE annually regarding institutional tuition increases.
4. Create a public notice estimating the total cost of tuition and fees on an annual basis.
5. Utilize new budget format to clarify/identify performance activities funded by tuition/general revenue support.

RESPONSIBILITY (assigned): Each higher education institution, MDHE

SCHEDULE: **Start:** September 1, 2006, **Report as required:** Each October, annually,
Finish/Projected finish: ongoing

COST/SAVINGS: TBD

FOLLOW UP: Annually

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Underrepresented Groups: Increased participation and success in postsecondary education.

OBJECTIVE: Increase postsecondary completion rates of underrepresented groups.

STRATEGIES:

1. Collect and disseminate completion data.
2. Survey institutions on programs related to improving completion rates of African-American and other minority groups.
3. Work with the Missouri Developmental Education Consortium (MoDEC) in developing common entrance competencies for collegiate level work; disseminate this information to high school administrators, counselors, and students.
4. At the institution level, multiple programs are underway including: outreach initiatives, support programs to increase retention and success, and programs to recruit and retain minority role models (faculty, staff, and administrators).
5. Provide performance funding incentives for completions of underrepresented groups (program discontinued because of lack of funding; potential to re-start in future).

RESPONSIBILITY (assigned): Academic Affairs and Financial Assistance and Outreach

SCHEDULE: **Start:** Ongoing, **Report as required:** Annually.

Finish/Projected finish: Project will continue until achievement gap is eliminated

COST/SAVINGS: TBD

FOLLOW UP: Annual report to CBHE

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Participation

GOAL: Transparency and Accountability

OBJECTIVE: Encourage the public institutions to improve communications and transparency regarding cost and potential operational, service, and success rates.

STRATEGIES:

1. Encourage public institutions to provide each incoming freshman with a statement estimating the total cost of tuition and fees to be collected between admission and degree completion.
2. Promote legislative approval of tuition increases greater than the rate of inflation.
3. Encourage public institutions to post on their websites historical data on each program's graduation rates, average time to graduation, number of students in each program, student-to-teacher ratios, and percentage of freshman and sophomore classes taught by teaching assistants and other non-tenured faculty and instructors.

RESPONSIBILITY (assigned):

SCHEDULE: Start: Fall 2006, Report as required: N/A, Finish/projected finish: ongoing

COST/SAVINGS: None

FOLLOW UP: Review by MDHE to determine participation

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Performance Excellence

GOAL: Define and publish intellectual property rights to incentivise research and eventual use of end products.

OBJECTIVE: To advance individual and institutional research development options.

STRATEGIES:

1. Review institutional policies on research and intellectual property rights.
2. Create a clearinghouse for research data, as appropriate, to identify potential product application.
3. Utilize national data (Annual *Chronicle of Higher Education* report) to identify national position, research amounts, patterns, etc. for reporting.

RESPONSIBILITY (assigned): MDHE and higher education institutions

SCHEDULE: Start: FY 2007, **Report as required:** Annually,
Finish/Projected finish: Ongoing

COST/SAVINGS: TBD

FOLLOW UP: Annual review

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Performance Excellence

GOAL: Inform the public and business/industry of research, to the extent possible, about research and development activities impacting economic development.

OBJECTIVE: To improve Missouri's position in a competitive market place and plan for a qualified workforce.

STRATEGIES:

1. Each institution develops a central data collection point for research/development information.
2. Create a central, statewide data warehouse.
3. Coordinate, as possible, with the Department of Economic Development to provide research and commercial applications to improve economic development.

RESPONSIBILITY (assigned): MDHE, DED, higher education institutions

SCHEDULE: **Start:** FY 2007, **Report as required:** To CBHE,
Finish/Projected finish: Ongoing

COST/SAVINGS: TBD

FOLLOW UP: Annual Report

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Performance Excellence

GOAL: Value-Added Student Learning: Improved student learning and continuous quality improvement at postsecondary institutions.

OBJECTIVE: Develop clear evidence of learning gains at colleges and universities and the relative value of the state's higher education system.

STRATEGIES:

1. Encourage the use of generally accepted assessment tools to demonstrate student learning gains.
2. Coordinate statewide consortium on measuring value-added student learning.
3. Develop state-level assessment policy that identifies clear purposes, essential characteristics, and assessment products that will serve to improve student and institutional performance.
4. Support institutional efforts to use assessment data for continuous quality improvements through funding incentives (program on hold due to lack of funding; potential to re-start in the future).
5. Require identification of how student learning will be assessed beyond classroom assignments in new program proposals.
6. Collect and publicly disseminate evidence of student learning gains.

RESPONSIBILITY (assigned): MDHE Academic Affairs and Fiscal Affairs Groups

SCHEDULE: **Start:** Ongoing; **Report as required:** Annually;

Finish/Projected finish: Project will continue until achievement gap is eliminated.

COST/SAVINGS: TBD

FOLLOW UP: Annual report to CBHE

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Performance Excellence

GOAL: Restructure MDHE within fiscal parameters and address potential State Government Review Commission recommendations.

OBJECTIVE: To ensure the MDHE continues to serve the CBHE and its constituent partners in a more efficient manner.

STRATEGIES:

1. Address reductions in FY 2006 budget dealing with operations and FTE.
2. Restructure organization to align human resources with available support.
3. Continue to improve the coordination of services of the Missouri student loan program in dealing with MDHE, American Student Assistance (ASA), state and federal auditors, and client base.
4. Notify the Governor's office of changes and fiscal position to seek support as necessary.

RESPONSIBILITY (assigned): MDHE Fiscal Affairs Group

SCHEDULE: **Start:** January 2005, **Report as required:** Quarterly CBHE meetings,
Finish/Projected finish: Ongoing

COST/SAVINGS:

General Revenue and FTE Reductions to the MDHE

	<u>General Revenue</u>	<u>FTE</u>
FY 2005	\$1,245,923	21.90
FY 2006	<u>\$695,133</u>	<u>11.67</u>
	(\$550,790)	(10.23)
FY 2001	\$2,042,690	34.95
FY 2006	<u>\$695,133</u>	<u>11.67</u>
	(\$1,347,557)	(23.28)

FOLLOW UP: Continue to monitor

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY

CBHE/MDHE 2005-2006 Strategic Plan

CATEGORY: Performance Excellence

GOAL: Improve budget process with new format and application of performance measures. (see attached)

OBJECTIVE: Create new funding requests that are transparent and clearly align with performance measures (to be determined by all stakeholders).

STRATEGIES:

1. Work with Governor's Budget and Planning Office to refine format presentation.
2. Work with Council on Public Higher Education (COPHE) to create/define mandatory, performance, and priority requests.
3. Work with Missouri Community College Association (MCCA) to create/define mandatory, performance, and priority requests.
4. Work with Linn State Technical College to create/define mandatory, performance, and priority requests.
5. Work with legislature to coordinate legislation that will enhance the budget process and focus on services.

RESPONSIBILITY (assigned): MDHE Fiscal Affairs Group

SCHEDULE: **Start:** Summer 2005, **Report as required:** October 2005,
Finish/Projected finish: Ongoing

COST/SAVINGS: TBD

FOLLOW UP: Present to General Assembly during the 2006 legislative session.

REVIEWED: _____
DATE BY

APPROVED/ADOPTED: _____
DATE BY